



SAFETY POST

Monthly Recap of Companywide Safety Improvements | **DECEMBER 2025**

RAISING THE STANDARD FOR EQUIPMENT OPERATIONS



[*Listen to Steve Curry's message here*](#)

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CRANE OPERATIONS

Crane activities continue to grow in both scale and complexity across the company, increasing the need for disciplined planning and precise execution. With nearly 1,300 cranes in service, every lift, whether routine or critical, must start with a well-communicated plan that accounts for current conditions.

A strong crane operation:

- Follows the [Corporate Crane Policies and Procedures Manual](#) for planning, setup, and communication.
- Verification that the lift plan is complete, accurate, and understood by all crew members before beginning the operation.
- Conditions have been reassessed before every lift and adjusted if anything has changed.

In 2026, the revamped Regional Crane and Rigging Training will begin.

EQUIPMENT AWARENESS

Working around heavy equipment leaves very little room for error. A single lapse in attention can place someone in the line of fire. Maintaining awareness is the strongest safeguard we have because it prevents incidents before they develop.

Key expectations:

- Maintain eye contact and clear communication with operators.
- Stay out of blind spots; never assume you've been seen.
- Pause work immediately when visibility or movement changes.
- Treat every equipment interaction as a high-risk moment.



Kiewit Equipment Services (KES) branding that provides a single, unified identity for our equipment programs.

DAILY INSPECTIONS

Regular inspections are critical to identifying equipment issues before they lead to incidents. Identifying issues during DVIs removes unsafe equipment from service before the risk reaches the field.

Effective Daily Visual Inspections require operators to:

- Complete the inspection before operating the equipment, not after the work begins.
- Immediately report and document concerns in the DVI app.
- Remove unsafe equipment from service. Do not operate until equipment is fixed and in good working condition.

KES FORM

The most serious equipment incidents often occur when the work was not fully thought through before execution. Pages 2 and 3 of the KES Form require teams to think through how the work will be performed before equipment moves.

The KES Form focuses on:

- Verification that machines and the surrounding work area are inspected, set up correctly, and free from conditions that could introduce additional risks
- Unique PPE required for the task or operation
- Use of tools that require specialized training
- Ergonomic hazards
- Defining hazards and mitigations for risks, work tools, access, and prevention plans for additional risks associated with each step of the operation

KES Form coming soon.



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SHARED LESSONS AND IMPROVEMENTS FROM RECENT POTENTIAL FATALITY EVENTS

Full incident summaries can be reviewed by clicking on the [*project name](#)

CRANES

Incident Report: [West Vaughan Sewage Tunnel](#)

Near Miss: An employee mistakenly pushed a 1/4-inch-thick x 2-inch x 16-inch-long piece of flat bar off the brass board, causing it to fall down the shaft approximately 147 feet. The bar struck the ground, bounced and grazed an employee's arm.

- Ensure all personnel/groups working in the area are identified in the work plan. The workplan for Tunnel Boring Machine (TBM) Assembly did not include survey tasks.
- Ensure all potential dropped object hazards are identified. Although protection was established for the shaft railing, the brass board ledge was not identified for dropped object potential.

Incident Report: [GTPP Ethylene Plant - Construction](#)

Near Miss: While modifying a scaffold, an employee attempted to remove a top standard without realizing the adjacent toe board was damaged. The toe board became dislodged and fell approximately 65 feet, landing about 18 feet from a man lift basket within the Controlled Access Zone (CAZ), where an employee from another crew was inside the CAZ actively loading materials.

- Ensure crews understand the requirements for communicating transfer of ownership of a CAZ during simultaneous operations.
- FLS must visually verify that all dropped object safeguards are in place immediately before the start of the operation.

- Projects must train on the Dos and Don'ts of working on live duct banks for subcontractors.
- Projects must address and eliminate breakdowns in communication between disciplines related to utility knowledge.

LAST 12 MONTH'S TOP PSL 4/5 INCIDENTS BY LSA CATEGORY

Below are the Top 4 PSL 4/5 LSA Incident Categories for the last 12 months (12/1/2024 - 12/1/2025) and the total number of incidents within that category. [Click here for a link to the Power BI Safety Incident Reporting site.](#) This tool can be used to track safety trends for projects, districts, and the organization.

WORKING AT HEIGHTS

18

ENERGY ISOLATION / LOTO

6

UTILITIES

5

CRANES / LIFTING & RIGGING

4

WORKING AT HEIGHTS

Incident Report: [Cumberland Combined Cycle Plant](#)

Near Miss: An employee cutting rigid conduit on a scaffold set a bandsaw down on the deck. The saw bounced off the deck through an open hole in the scaffold netting, dropping approximately 12 feet to the ground in an area where no red rope was established.

- Any tools that are going in the air must be inspected and installed with tool tether attachments.
- Construction Managers and Superintendents must create and review schedules to ensure proper coverage when the foreman or superintendent are not on site.
- Scaffold crew must inspect all scaffolds to ensure the dropped object netting is properly installed and secure.

Incident Report: [I-205 Widening Abernethy Bridge](#)

Near Miss: A Kiewit employee was using a personal reusable shopping bag to transport small tools and hardware. A spud wrench ripped through the bag and fell through the maintenance catwalk grating and landed on the trestle 81.2 feet below.

- Ensure material handling plans emphasize that "walking is working" when transporting tools and materials in bags.
- Tool lanyards, anchor points, body belts, bags and buckets with closeable tops and other dropped object gear should be purchased/used from one of the following manufacturers: PureSafety Group (Ty-Flot and Stronghold, Ergodine, or 3M).

UTILITIES

Incident Report: [Ottawa LRT Stage 2](#)

Utility Strike: While digging for subgrade with a GPS-equipped 326 excavator, the operator struck the top-mounted 2-inch service t-connection with the bucket on an 8-inch gas main, causing a leak.

- Do not deviate from company [utility programs](#) regardless of owner/client guidance.
- Project should ensure training on Start Card, effective toolbox meetings, work pack content and quality expectations.
- Project supervision must audit Start Cards in the field to verify quality. Any Start Card found to be incomplete or insufficient will be removed from use, and the crew will be required to complete a new Start Card before work continues.

Incident Report: [Ottawa LRT Stage 2](#)

Utility Strike: During a planned streetlight installation, the crew attempted to route power through an existing duct bank that had been confirmed as abandoned by the locates team. While chipping the duct with sharp bits to locate the required conduit, a laborer broke into a conduit and grazed a 600V/600-amp cable.

- Projects must audit all pre-project as-built data to ensure the project utility locate map is accurate.
- Projects should establish a utility abandonment procedure with step-by-step instructions on how utilities are verified as abandoned, how abandoned utilities are tracked, and how utility locator tools are maintained and used.

RED BOLT SOP



A corporate Red Bolt SOP has been added to the TSCD Toolkit. While projects and districts have been utilizing Red Bolt SOPs, this version creates a single corporate standard for the entire organization to use and follow. This SOP defines how to safely manage the risk of uncontrolled stored energy when removing critical bolts, supports, or temporary stabilization components. [Click here](#) to view the Red Bolt SOP.



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MONTHLY CRANE INCIDENT REVIEWS

The Crane Incident Review presentations provide monthly summaries of crane-related incidents, key trends, and lessons learned to help reinforce safe crane and rigging practices across all projects. Review the latest reports from October and November 2025 [here](#).

LSA ASSESSMENT ANALYTICS: TRACKING PERFORMANCE, AND EXECUTION ACROSS DISTRICTS

ASSESSMENT PER CREW COMPANY OVERVIEW

**Data taken from 10/1/25 - 12/16/25*



The [LSA Assessment Analytics](#) provide each District and project the opportunity to learn and improve from the LSA Assessments conducted in the field. The first step is doing the required quantity of LSA Assessments. While the number of LSA Assessments we complete is important, the quality of assessments is even more critical. Fortunately, the LSA Analytics Dashboard allows the user to examine the quality of LSA Assessments. One simple example is using the at-risk percentage to determine if a District or Project is being thorough and detailed when performing LSA Assessments. To unlock the full potential of the LSA Analytics Dashboard watch this [demo video](#) and start using the tool. Remember, safeguards save lives, but only when they are verified to be in place.

DISTRICT	QUALIFYING PROJECT WEEKS	LSA GOAL MET
Kiewit Mexico	8	8
Kiewit Foundations	43	43
Underground	44	44
Kiewit Nuclear Solutions	25	25
Cherne Contracting	28	28

These districts achieved **100%** of the goal across all eligible projects for the month of June and July. If your district or project did not meet this goal, check the analytics page to develop a plan for improvement.

Legend:

Qualifying Project Weeks: The number of active projects that had over 280 craft manhours

LSA Goal Met: Projects that achieved the one LSA Assessment per crew per 280 craft manhours